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**Personnel**



**AIR FORCE RESERVE COMMAND WING  
ADVISORY COUNCIL**

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This instruction implements AFRD 36-26, *Military Force Management*. It sets up the advisory council methods, objectives, and guidelines for advisory suggested procedures, and provides a guide for setting up the functional operation for optional advisory councils, membership, and committees. It applies to AFRC military personnel and outlines responsibilities of commanders, council membership, and committees of all Air Force Reserve Command units. This instruction may be supplemented.

## **1. General Information:**

1.1. The advisory council gives the wing commander, unit commanders, supervisors, and wing personnel an added way to exchange ideas and resolve issues at the lowest level. Commanders can use the council to ensure policies and programs are understood. Wing personnel can use it to present their ideas and concerns. The advisory council is not a substitute for the chain of command or a way to solve individual "gripes." Instead, it is designed to resolve problems that affect all members of an installation as a group.

1.2. The objectives, activities, and operational guide for the advisory council are influenced by such factors as the concerns of base personnel, desires of the commander, unit mission, size, and geographic site. Because each installation role is different, commanders operate the advisory council to the best advantage of the wing.

1.3. The AFRC office symbol for the advisory council manager is CCC.

**2. Setting Up Advisory Councils:** Any councils, committees, and permanent members prescribed in this instruction are optional, to be operated as deemed necessary by the wing commander. Advisory councils are usually made up of the Wing Advisory Council (WAC), standing committees, and the Unit

Advisory Council (UAC). The wing commander should establish councils that work best at the installation.

**3. Advisory Council Objectives:** The main goal of the council is to help commanders work issues that impact their wing. Each council sets specific goals according to the needs of the wing and the desires of the wing commander.

**4. Advisory Council Charter:**

4.1. A well-written charter is essential for effective council operations. It explains the objectives and operation procedures of the council. See attachment 1 for suggested format.

4.2. Consistent with this instruction, charters must include any operating procedures desired by commanders for the WAC, UAC, or standing committees. A well-defined charter gives all the guidance necessary to operate an advisory council.

**5. Advisory Council Operation:** A key element in the successful operation of an advisory council is meeting frequency. The UACs meet as frequently as the wing commander feels necessary to accomplish council objectives. This allows time for resolving issues and exchanging meeting minutes between the WAC and the UACs. Attachment 2 shows a suggested order of events for operating a wing advisory council.

**6. Unit Advisory Councils:**

6.1. Council Membership:

6.1.1. The unit commander.

6.1.2. First sergeant or unit noncommissioned officer in charge.

6.1.3. Representatives from major unit functions as necessary to meet unit needs and create a balance similar to the military grade, sex, racial, and ethnic demographics of the unit.

6.2. Operating Procedures. Commanders organize UACs to promote a free exchange of ideas about programs and policies that affect unit personnel. UACs staff items with base agencies and resolve issues that are in their span of control. Refer in writing to the advisory council chairperson for wing level action issues that have a basewide impact and cannot be resolved at the unit level.

**7. Standing Committees:** Standing committees are special interest committees formed to deal with specific items or analyze complex issues that affect wing personnel. These items or issues might include base exchanges, dormitories, dining facilities, community relations, or a wide range of other concerns. For example, a junior officer committee might be established to address staff issues that impact officers and their career development. Each standing committee has an advisor to guide the committee. The official titles of these committees and their membership on the WAC are at the discretion of the wing commander.

**8. Wing Advisory Councils:** Wing advisory councils are optional at the discretion of the wing commander. If a WAC is formed, it meets at the call of the wing commander.

8.1. Council Membership. WAC usually consists of a chairperson, permanent members, a manager, a representative from each standing committee, and a representative from each unit. WAC should

strive to have a balanced representation of the military grade, sex, racial, and ethnic demographics of the wing.

8.2. **Advisory Council Chairperson.** The wing commander selects a council chairperson with sufficient authority to ensure council activities are fully supported and channeled toward significant people issues. The wing commander or wing vice commander usually serves as the council chairperson and presides over the WAC meetings.

8.3. **Permanent Members.** WAC should have permanent members who have in-depth knowledge on issues of concern to wing personnel. Suggested members would include representatives from Public Affairs, Social Actions, Family Readiness, Chaplain's office, and the Military Personnel office. The Senior Enlisted Advisor is appointed as a permanent member. Key civilian management officials may be permanent members. From time to time, permanent members should present subjects about their special areas. For example, the social actions permanent member would brief the council regularly on the human relation climate of the wing.

8.4. **Council Manager.** The wing commander appoints the WAC manager. The manager must have the grade and experience to interact with both commanders and staff agency chiefs. The manager is responsible for administrative functions. The chairperson may delegate part of the manager's responsibilities to other members. The manager's duties usually include:

8.4.1. Requesting staff agencies to respond to issues highlighted for WAC review.

8.4.2. Briefing the council chairperson on responses from staff agencies.

8.4.3. Preparing agenda for council meetings.

8.4.4. Conducting council meetings.

8.4.5. Having minutes of council meetings prepared, approved by the council chairperson, and distributed.

8.4.6. Ensuring copies of the minutes are sent to the numbered air forces, Senior Enlisted Advisor.

8.5. **Council Minutes.** The success of the advisory council requires prompt feedback on items highlighted for review. Therefore, UACs and standing committees must receive minutes of the WAC before their meeting. See attachment 3 for a suggested format.

**9. Publicizing the Advisory Council Activities:** Wing personnel must know about the issues being resolved through the advisory council. Effective ways to publicize the council are through commander's calls, articles in base newspapers, and prominent displays of council minutes on bulletin boards. Also, publicity should stress that council representatives and committee members are the people who can raise issues through unit councils based on input from members of their unit.

## **10. Management Responsibilities:**

10.1. **Council Member.** To have an effective advisory council, council and committee members must be dedicated to working on issues that would be useful to unit and wing personnel. Upon their appointment, brief members on the purpose of the council or committee and their responsibilities. These responsibilities may include but are not limited to:

10.1.1. Representing their units and not using council or committee positions to raise personal "gripes."

10.1.2. Telling unit members of the issues covered in council or committee meetings.

10.1.3. Knowing about the concerns of unit and wing personnel and being willing to help resolve these issues through the advisory council.

10.2. Wing Commander. Council effectiveness is directly related to the commander's involvement in and use of varied advisory councils to help resolve people problems. Therefore, the wing commander:

10.2.1. Gives guidance on the advisory council.

10.2.2. Approves WAC minutes.

10.2.3. Ensures publicity on council activities.

10.2.4. Sends council recommendations (that are beyond wing level authority and responsibility) to the appropriate level for action.

**11. Fund Raising.** The WAC or its committees do not sponsor fund raising activities.

DAVID S. SIBLEY, Brig Gen, USAFR  
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## **Attachment 1**

### **SAMPLE COUNCIL CHARTER**

1. General
2. Local Objectives
3. Organization
4. Unit Advisory Councils:
  - a. Membership.
  - b. Operating Procedures.
5. Standing Committees:
  - a. Membership.
  - b. Operating Procedures.
6. Wing Advisory Council:
  - a. Membership.
  - b. Operating Procedures
7. Publicity.
8. Approval of Charter.
9. Revision of Charter

## **Attachment 2**

### **SUGGESTED ORDER OF EVENTS**

1. UACs meet.
2. Unresolved issues that are beyond unit level authority and responsibility are sent to the WAC manager for installation level action.
3. The WAC manager requests functional manager to respond to unresolved UAC issues.
4. Staff agencies prepare answers and send them to the WAC manager for briefing to the WAC chairperson and review by the WAC.
5. WAC meets.
6. WAC manager sends copies of WAC minutes to UACs.

### **Attachment 3**

#### **SUGGESTED WAC MINUTES FORMAT**

1. Regular or special meeting, date, time, and place.
2. Attendance:
  - a. Name, grade, and organization of members.
  - b. Name, grade, and organization of guests.
3. General remarks
4. Old business:
  - a. Briefly summarize the status of any old business.
  - b. Show the staff agency that prepared the response.
  - c. Show status of each item: "Open" or "Closed."
  - d. Attach any studies or reports to the minutes.
5. New business (use the "old business" format).
6. Synopsis of open-floor discussion or special interest items (if proper).
7. Chairperson's remarks (if proper).
8. Time, date, and location of next meeting.
9. Signature of:
  - a. Recorder.
  - b. WAC manager.
  - c. WAC chairperson.